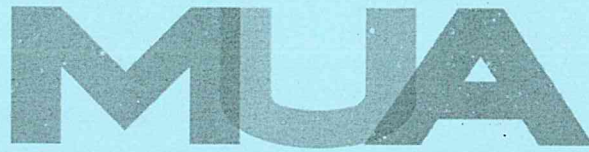


The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

BML 302: CONTEMPORARY ISSUES IN LEADERSHIP

DATE: 20TH JULY 2017

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the case study below carefully and answer the questions that follow:

Kamau is the head of the painting department in a large hospital; 20 union employees report to him. Before coming on board at the hospital, he had worked as an independent contractor. At the hospital, he took a position that was newly created because the hospital believed change was needed in how painting services were provided.

Upon beginning his job, Kamau did a 4- month analysis of the direct and indirect costs of painting services. His finding supported the perceptions of his administrators that painting services were inefficient and costly. As a result, Kamau completely reorganized the department, designed a new scheduling procedure, and redefined the expected standards of performance.

Kamau says that when he started out his new job he was "all tasks," like a drill sergeant who didn't seek any input from his subordinates. From Kamau's point of view, the hospital environment did not leave much room for errors, so he needed to be strict about getting painters to do a good job within the constraints of the hospital environment.

As time went along, Kamau relaxed his style and was less demanding. He delegated some responsibilities to two crew leaders who reported to him, but he always stayed in close touch with each of the employees. On a weekly basis, Kamau was known to take small groups of workers to the local sports bar for burgers on the house. He loved to banter with the employees and could take it as well as dish it out.

Kamau is very proud of his department. He says he always wanted to coach, and that's how he feels about running his department. He enjoys working with people; in

particular he says he likes to see the glint in their eyes when they realize that they've done a good job and they have done it on their own.

Because of Kamau's leadership, the painting department has improved substantially and is now seen by workers in other departments as the most productive department in hospital maintenance. Painting services received a customer rating of 92%, which is the highest of any service in the hospital.

Required

- a) From the style perspective, how would you describe Kamau's leadership? (10 marks)
- b) How did his style change over time? (5 marks)
- c) In general, do you think he is more task oriented or more relationship oriented? (10 marks)

QUESTION TWO

- a) Discuss the qualities of a charismatic leader both negative and positive (7 marks)
- b) Contrast transformational with charismatic leadership. (8 marks)

QUESTION THREE

- a) What do you understand by the term talent management. (3 marks)
- b) Develop a write up describing how Kenyan organizations are adapting to the generation Y employees. (12 marks)

QUESTION FOUR

- a) What are the advantages of succession planning? (5 marks)
- b) Briefly explain the key points to be considered in succession planning. (10 marks)

QUESTION FIVE

Evaluate the rationale of coaching and mentoring in an organization. (15 marks)

QUESTION SIX

- a) Discuss ways of improving listening habits. (5 marks)
- b) Describe the categories of non-verbal communication every emotionally intelligent leader should be aware of. (10 marks)